

# Creating an Environment for Successful Projects, 2nd Edition

By Robert J. Graham, Randall L. Englund



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Since it was first published in 1997, Creating an Environment for Successful Projects has become a landmark work that shows how to develop project management as an organizational practice. This second edition offers solid, results-oriented advice on how upper management can create an environment that supports the success of special projects and the development of new products. The book also includes a wealth of examples from the authors' workshop participants and readers of the first edition who have successfully implemented these concepts within their organizations. New in the second edition:

- Ideas and practices about portfolio management to achieve greater overall success from a portfolio of projects
- Advice for helping project teams come together to become more effective
- Information for developing the chief project officer
- Suggestions for implementing project management information systems
- More descriptions about organizations and people who have used these principles to develop vastly improved environments



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#### **Editorial Review**

#### Amazon.com Review

Management consultants Robert Graham and Randall Englund believe that the development and launch of successful new products and services hinges on the formation of a thoroughly integrated, "project-based" organization. In *Creating an Environment for Successful Projects: The Quest to Manage Project Management*, they use the experiences of Hewlett-Packard, AT&T, General Electric, United Airlines, and other notable firms to show what they mean. They also demonstrate how upper managers can cultivate such an atmosphere in their own enterprises and avoid the failures that otherwise threaten their corporate survival.

#### Review

"The authors discuss some excellent organizational best practices and provide steps to achieve them." (*Journal of Product Innovation Management*; 1/1/2005)

#### Review

- "Creating an Environment for Successful Projects became our bible for program leadership during PMO startup and continues to be a fundamental part of our thinking as we work to attain recognition as a truly project-based organization."
- Colonel Gary LaGassey, project office program manager for U.S. Air Force base in Aviano, Italy

"The authors describe what others have achieved, and they tell how to get started. Yet, I find the book's best content not in what or how, but in why. The book is rich with examples of why typical management behavior interferes with new product development. It clearly explains why upper managers are fearful, why corporate communications are so often poor, and yes, how to fix such things. The goal is to give project managers the freedom, training, and support to run rather autonomous and effective new product development programs."

— John D. Trudel, *Journal of Management Consulting* 

"Crisp execution of projects is critical to the survival of today's organizations. This practical book is filled with ideas and examples that will teach you how to build project management competence in your organization."

— Lewis E. Platt, former chairman, president, and CEO, Hewlett-Packard Company

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